

CBCS SCHEME

18MBA11



First Semester MBA Degree Examination, Dec.2019/Jan.2020 Management and Organisational Behaviour

Max. Marks:100

**Note: 1. Answer any Four questions from Q.No. 1 to Q.No. 7.
2. Question No. 8 is compulsory.**

- 1 a. What is Delegation of Authority? (03 Marks)
b. What are Virtual Organizations? State its advantages and disadvantages. (07 Marks)
c. Define Management. Explain the functions of Management with a flow chart. (10 Marks)
- 2 a. What is Unity of Command? (03 Marks)
b. Explain the controlling process, with a flow chart. (07 Marks)
c. Explain the Managerial sales as stated by Mintzberg. (10 Marks)
- 3 a. Define OB. (03 Marks)
b. Discuss the intellectual abilities and physical abilities that determine the individual behaviour. (07 Marks)
c. Define Planning. Explain the steps in the planning process. (10 Marks)
- 4 a. Differentiate between Theory X and Theory Y Motivation. (03 Marks)
b. Explain any two types of Organisation structures. (07 Marks)
c. Write short notes on : i) MBO ii) Maslow's need hierarchy theory. (10 Marks)
- 5 a. What is Stereotype? (03 Marks)
b. Explain Herzberg's two factor theory. (07 Marks)
c. Explain the 14 principles of Management proposed by Henri Fayol. (10 Marks)
- 6 a. Define Perception. (03 Marks)
b. What is Span of control? Explain its types. (07 Marks)
c. Explain the Managerial Grid proposed by Blake and Jane Mouton. (10 Marks)
- 7 a. Mention the different types of leadership. (03 Marks)
b. Discuss how attitudes are formed. (07 Marks)
c. Elucidate the factors influencing individual perception. (10 Marks)
- 8 **CASE STUDY (Compulsory) :**

Mohan Das is a Supervisor of a busy Clerical Section in a Bank since 6 months. He has six clerks under his Supervision, one Senior and five Juniors. Each Junior clerk has different regular tanks to perform, all of which interlinked and each of which is understood by the Senior Clerk. Mohan Das Supervises the output of all the staff very closely, that they joke about it to the Senior clerk and complain to each other about Mohan's constant attention. All the clerks complete their day's work between 4:30 p.m and 5:00 p.m. Mohan on the other hand rarely finishes his work before 6.30 p.m and also has little time for lunch, because he is so busy checking the work of his subordinates as well as completing his own work.

Recently, the section had a bad time, when Mohan was off his work due to illness. The Senior clerk was deputed to Mohan's position, but could not manage the work of the section effectively. On the return of Mohan back to the work, the Manager of the section complained to Mohan regarding the ineffective performance and his inefficient team. The Manager gave a negative feedback about the section and the consequences of the ineffective Management and disorganization. But Mohan felt he worked hard and could not understand where things went wrong.

Questions :

- a. Identify the problem in the case. (06 Marks)
- b. Recommend suitable changes to avoid such situations in the future. (07 Marks)
- c. Provide appropriate decisions to enhance the department efficiency. (07 Marks)
